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ABSTRACT

This booklet contains examples of a number of different ways in which companies can support or utilize the new job training system created by the Job Training Partnership Act (JTPA) of 1982. Described first are Hewlett-Packard's efforts to provide strong corporate leadership on behalf of the job training partnership. The second section includes descriptions of 11 programs that used JTPA funds to train disadvantaged or dislocated workers. Each program description contains some or all of the following: the category of the program, a summary outlining the programs objectives and major services, a statement of the program's results, a brief description of other activities undertaken by the given company in the area of job training or retraining, and the name and address of a program contact person. (MN)

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National
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The Job Training Partnership Act: Employment and Training Programs That Work

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FOREWORD

This booklet contains examples of a number of different ways in which companies support and/or utilize the new job training system created by the Job Training Partnership Act of 1982.

The first section describes Hewlett-Packard's efforts to provide strong corporate leadership on behalf of the job training partnership. While other companies have been very supportive of this new program, none to our knowledge has demonstrated as extensive a pattern of corporate-wide support as Hewlett-Packard.

The second section highlights eleven programs that used Job Training Part-nership Act funds to train disadvantaged or dislocated workers. The summaries give you a glimpse of what was accomplished in each of these employer-related training programs.

These eleven local efforts are just a few of the more than 1200 training program examples contained in the Alliance's Clearinghouse database. Should you need more information or have any questions about programs or training efforts conducted by other employers, please call the NAB Clearinghouse, 202/289-2910. Or call your nearest NAB regional office:

- Boston 617/426-4315
- New York 212/554-3125
- Atlanta 404/522-9350
- Chicago 312/341-9766
- Dallas 214/373-0854
- Denver 303/428-0440
- San Francisco 415/391-4061
- Seattle 206/622-2531

We appreciate your interest in helping solve the employment problems of disadvantaged and dislocated workers. We look forward to working with you to help business obtain skilled, job-ready workers and to help disadvantaged people qualify for private sector jobs.

WILLIAM H. KOLBERG
President and Chief
Executive Officer

THE JOB TRAINING PARTNERSHIP ACT:
EMPLOYMENT AND TRAINING PROGRAMS THAT WORK

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HEWLETT-PACKARD COMPANY
Palo Alto, California

CATEGORY Corporate Leadership

SUMMARY

Hewlett-Packard has recognized the importance of the new Job Training Partnership Act approach to providing job skill training to the nation's disadvantaged. H.P. liked the concept of local, business-led management and control of federal dollars, spent to match local people to local jobs.

The company's involvement in the Job Training Partnership Act was led by CEO and President John Young. Hewlett-Packard convened a meeting in Palo Alto, California, of managers from corporate staffing, affirmative action, government affairs, and a handful of already involved "HPites" from around the country to discuss how the company could be most supportive of the new job training partnership system. Out of this initial meeting grew a corporate-wide strategy.

RESULTS

A national H.P. newsletter was devoted entirely to explaining the Job Training Partnership Act concept to all employees, stating why it was important for private sector employers, such as H.P., to become involved, and giving a summary of the company's activity to date.

General managers at operating locations throughout the country were urged to support their local private industry council efforts. A list of possible actions was developed. From this, H.P. developed a resource guide and orientation program to help interested employee volunteers get "on board".

H.P. held two subsequent meetings in Colorado and Washington, D.C. encompassing the growing list of H.P. people who volunteered to join private industry councils, state job training coordinating councils or who participated in other ways. The latter meeting enabled the volunteers to receive a national overview of business involvement and an exposure to several of the key legislators who were instrumental in pushing the new job training partnership legislation through Congress.

Hewlett-Packard loaned a corporate level manager to NAB in Washington for 18 months to help design and implement new communication and marketing strategies to promote JTPA within the business community. Meanwhile, other managers in Palo Alto's corporate offices worked part-time to help organize and coordinate the company's increasing involvement in those jurisdications in which its plants and facilities are located.

H.P.'s support of the Job Training Partnership Act was highlighted in the company's 1984 Annual Report.

Several examples of H.P. involvement in local private industry council activities around the country:

Seattle, Washington
H.P. is a member and supporter of the Snohomish County private industry council, which introduced an innovative incubation partnership concept with local businesses. The council leased a modern facility in conjunction with the local Edmonds Community College. They offered rental space at special rates, office and administrative services and employment training services to local start-up companies who had expectations to grow to 20 to 100 employees within three years. In return, these small entrepreneurs agreed to use the council funded job training programs for first source employment. Results to date have been excellent. In the winter of 1984-85: 73% of 604 trainee participants were placed, with an average initial wage of $5.28/hour.

Ft. Collins, Colorado
H.P. has significant operations in northern Colorado. The Larimer County private industry council has initiated several positive partnerships in the past year. Both the state employment service and state job training service for the area have been consolidated with the private industry council in a central building. Now local employers have a single source for their employment and training needs. Additionally, a "Job Development Network" has been formed, linking all public service agencies for the disadvantaged with local employers. Results in 1984 were: 67% of 217 adult trainees placed at an average of $4.04/hour; 66% of 70 youth trainees placed at an average $3.56/hour.

Boston, Massachusetts
The areas of Lawrence and Haverhill in the lower Merrimack Valley experienced unrest among their Hispanic populations over the past year. The Hispanic Americans in these areas comprise between 15-25% of the population and about 50% of the communities' school children. Because of a lack of proficiency in English and their generally lower educational level, many of these citizens have been unable to obtain steady employment.

The local private industry council, of which H.P. is a member, decided to address this community problem by forming a coalition of local government and education with private sector employers. 15% of current job training partnership funds are devoted to providing an English writing and speaking program through the Northern Essex Community College, which has established a training center and curriculum. The city of Lawrence has established a goal of 30% of its new trainee positions for Hispanic applicants. The council reports their FY'85 results: 75% of 350 trainees were placed at an average $5.25/hour.

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SUNDSTRAND AVIATION OPERATIONS INC.
York, Nebraska

CATEGORY Training for an Expanding Business

SUMMARY When Sundstrand Aviation Operations began building a new manufacturing facility in York, Nebraska, in 1981, the company initially agreed to hire around 100 Nebraskans as machinists through an agreement with the state Department of Economic Development. Using economic development funds, the state paid for the machinists' training -- developed to Sundstrand's specifications. With more openings expected, the Department of Economic Development teamed up with the state Department of Labor to offer Sundstrand a combined pre-employment and on-the-job training program to prepare disadvantaged workers for other jobs as machinists. Sundstrand accepted the offer. By the time the firm reached its staffing capacity of 300 in January 1985, approximately 80 percent of its factory employees had been trained through state or Job Training Partnership Act-funded programs. With an eight percent turnover rate, this partnership is obviously working.

RESULTS 1981-84: 254 participants trained, 224 offered jobs at Sundstrand, 215 accepted positions.

OTHER ACTIVITIES Much of the credit for these programs goes to Robert Redfield, Sundstrand plant manager in York. He has become a major advocate of Nebraska's economic development and training efforts. With the passage of the Job Training Partnership Act, Nebraska Governor Robert Kerry appointed Redfield to the State Job Training Coordinating Council and subsequently to the Greater Nebraska Private Industry Council. Ever since, he has taken his commitment a lot further than his own company, influencing the decisions of several other firms to invest in Nebraska.

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PEDERSON'S UNLIMITED, INC.
Paynesville, Minnesota

CATEGORY Training for an Expanding Business

SUMMARY Fast growing Pederson's Unlimited began by making softball and baseball uniforms and is now a major producer of hockey uniforms for professional and college teams. The rapid increase in staff was possible, according to Maureen Pederson, President of Pederson's Unlimited, because "The local private industry council takes care of all the paperwork. They draw applicants from a wide area and screen them carefully. And I've gotten assistance with some of the tax programs. They're providing me with a personnel manager when I can't afford one." With this kind of assistance, Pederson's Unlimited, Inc. has grown in six years from three to 29 employees with help from on-the-job training through the Job Training Partnership Act.

RESULTS Located in Paynesville, a town of 2,100 in rural central Minnesota, Pederson's Unlimited traces much of its growth and profitability to the local employment and training program. The company has hired about 15 people through on-the-job training programs that reimburse the firm for half the employees' wages during training. Trainees have become office workers, machine operators, cutters, and shipping clerks.

OTHER ACTIVITIES This kind of tailored assistance has made Pederson's president an avid fan and outspoken advocate of the Job Training Partnership Act. Not only does she promote the program among her business associates, but she also chaired the small business task force for the area's first private industry council and now chairs a similiar task force for the governor's council.

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SAN DIEGO PRIVATE INDUSTRY COUNCIL/
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San Diego, California

CATEGORY

Training for an Expanding Business

SUMMARY

San Diego uses an "employer-driven" approach to provide and market its Job Training Partnership Act services. Staff view the employer as the client, and consider the well-trained worker the "product." The staff develop employment opportunities and then train participants for specific jobs. This state-approved plan ties job development to training from the start.

RESULTS

October 1, 1983-June 30, 1984: 200 participants placed in jobs through various economic development programs; 150 enrolled in training programs, (half in work preparation and half in classroom and on-the-job training). July 1, 1984-March 31, 1985: 395 participants placed, mostly in microelectronics and other high-tech jobs.

OTHER ACTIVITIES

This employer-driven model of marketing and providing Job Training Partnership Act services has generated unexpected benefits. For instance, the microelectronics firms that had participated in a training consortium began using the center for upgrading as well as entry-level training and subsequently took over its operation. Now the Regional Employment and Training Consortium (RETC) subcontracts with those firms to train economically disadvantaged workers for entry-level jobs. In addition, by using performance contracts RETC stretches its training dollars further, and thereby serves more firms and participants.

The California Employment and Training Panel awarded $6 million to San Diego to use over the next three years for linking job training to economic development as a result of RETC's successful initiatives in marketing and implementing its programs.

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CARTER HAWLEY HALE STORES INC.
Los Angeles, California

CATEGORY Training Your Workforce

SUMMARY When The Broadway-Southern California (a division of Carter Hawley Hale Stores Inc.) wanted to hire additional sales and customer service staff for its Torrance and Cerritos stores, the company called upon the local private industry council for help. The council recruited individuals eligible for Job Training Partnership Act assistance and paid for eight weeks of combined classroom and on-the-job training. The local community college provided the classroom training and Broadway the hands-on training. By utilizing these local resources, The Broadway obtained trained workers.

RESULTS Each program involved 22 participants. In Torrance, 22 completed training and 19 accepted Broadway jobs. In the Cerritos program, 22 participants completed training, 16 were offered Broadway jobs and 12 accepted them. All remaining trainees were hired by other local retailers.

OTHER ACTIVITES Encouragement for job training partnership activities comes from top management at Carter Hawley Hale: Philip M. Hawley, Chairman and CEO, is a director of the National Alliance of Business and the company is represented on local private industry councils.

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POSITIVE APPROACH TO SUMMER EMPLOYMENT
Newark, New Jersey

CATEGORY

Training Tomorrow's Workers Today

SUMMARY

The eight-week Positive Approach to Summer Employment (PASE) program places disadvantaged youth in summer jobs with small neighborhood businesses. Participants, who earn $3.35 per hour for a minimum of 30 hours per week, work at such jobs as construction helper, waiter, secretary, meat apprentice, and salesperson. Private corporations and foundations support the program through donations that pay participants' wages for 20 hours per week, while employers pay for a minimum of ten hours per week.

Corporation and foundation contributions allow small businesses, which could not normally afford summer help, to hire neighborhood youth, who learn employability and, in some cases, career skills. PASE owes its success to the cooperation of large corporations and foundations that contribute money; the private industry council that administers the program; small businesses that provide jobs; and community-based organizations that recruit, counsel, and monitor participants and develop jobs.

RESULTS

Summer 1983: 252 participants placed with 206 small businesses.
Summer 1984: 338 participants placed with 182 small businesses.

OTHER ACTIVITIES

Three years of success have led several Newark schools to request that their students be included in future cycles.

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NEW HORIZONS
Richmond, Virgina

CATEGORY Training Tomorrow's Workers Today

SUMMARY New Horizons provides economically disadvantaged high school juniors and seniors with work readiness training through year-round classroom and on-the-job training. The Metropolitan Richmond Private Industry Council operates the program in conjunction with the city public school system and local businesses. The New Horizons staff recruits and screens students for the program; then participating employers interview students before selecting them for salaried jobs. During the school year, students attend regular classes and one special New Horizons class at school before leaving for their four-hour on-the-job training positions in local businesses. Summer classes are held on a college or university campus. Twenty other cities across the United States have instituted local programs based on this model. Together the programs are called the Partnership Project.

RESULTS School year 1983-1984: 34 students completed the program; school year 1984-1985: 36 students completed the program.

OTHER ACTIVITIES New Horizons originally offered academic classes only after school, at night, and on Saturday. Instruction now takes place during regular school hours. Over the past five years, the private industry council and the teachers have worked to make the classroom experience more challenging to the students, and more individualized through the daily hour-long New Horizons classes.

Worksite supervisors were not initially included in planning and training sessions with classroom teachers. After five years, they now meet often, are more involved in curriculum development, and receive an orientation from the New Horizons staff.

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CITICORP/CITIBANK
New York City, New York

CATEGORY Training Tomorrow's Workers Today

SUMMARY Finding skilled, literate applicants for secretarial jobs is a constant challenge for New York City employers. For example, on any given day, various Citibank offices have 60 secretarial positions open. To fill these hiring needs and to encourage students to complete school, Citibank, the New York City Board of Education, and the Private Industry Council of New York City jointly created a three-year curriculum called Careers in Office Technology. This project builds students' professional skills to prepare them for employment as secretaries, administrative assistants, data processors, and typists. The project starts in the tenth grade and is a structured sequence of hands-on training and paid work coordinated with the high school's business curriculum. The private industry council provides counseling to all project students, and pays salaries for students eligible for assistance under the Job Training Partnership Act. Citibank offers a learning lab experience and one-on-one training with a secretary. Citibank also provides salaries for those students who are not eligible for assistance under the Act.

RESULTS Since February 1981, over 100 students have participated in the program; 40 have completed the sequence thus far.

OTHER ACTIVITIES Citicorp's objective is to promote replication of this model. Citicorp offers technical assistance to other companies nationwide that are interested in implementing this program.

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ALLIED CORPORATION
Morristown, New Jersey

CATEGORY Retraining Dislocated Workers

SUMMARY The machine tool industry in Western Massachusetts, like many traditional New England industries, has experienced long-term decline due to changing market conditions. The Bendix Cutting Tools Plant in Greenfield, Massachusetts, a subsidiary of the Allied Corporation, has suffered its share of losses in this industry. Because of the Bendix plant's declining sales and market potential, Allied sold this facility, which resulted in approximately 80 of the 120 employees losing their jobs. To help workers move as quickly as possible into new jobs, the Allied Corporation and the United Electrical, Radio and Machine Workers of America Local 274, jointly sought Job Training Partnership Act Title III dislocated worker funding and in-kind community and state agency resources to supplement the negotiated severance package. Specifically included in this package was a comprehensive re-employment and assistance program, including the establishment of an employee assistance center. Services provided included: self-help re-employment assistance (job search workshops and job clubs); individual counseling and referrals to existing community services; direct job placement assistance; and education and retraining.

RESULTS Approximately 70 employees participated in the program.

OTHER ACTIVITIES At the conclusion of the four-month period in which the employee assistance center was in operation, Allied Corporation provided an additional $15,000 to the Machine Trades Action Project in Greenfield to develop new jobs.

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GENERAL ELECTRIC COMPANY
Fairfield, Connecticut

CATEGORY Retraining Dislocated Workers

SUMMARY Like many corporations, the General Electric Company is taking important steps to overhaul and modernize production in response to rapidly changing technology and market conditions. Notable among these was a G.E. plan to revitalize facilities and equipment in its Lighting Business Group. An unfortunate by-product of these changes was the closing of several plants and the consolidation of other facilities. Recognizing the hardships this would cause the affected G.E. workers, the company developed a comprehensive employee assistance plan in collaboration with the various local unions representing G.E. employees, to help employees make the transition to new jobs. This plan, tailored to each group of workers and to each state and locality, utilized Job Training Partnership Act dislocated worker monies.

RESULTS To develop this kind of assistance for workers making the transition to new jobs, Job Training Partnership Act provides financial and in-kind resources when matched with company and union resources.

OTHER ACTIVITIES G.E. management further supports job training partnership activities by participating in ten local private industry councils and two State Job Training Coordinating Councils.

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PROGRAM TO REACH EMPLOYMENT POTENTIAL
Dayton, Ohio

CATEGORY Opening the Workforce

SUMMARY The Program to Reach Employment Potential (PREP) developed from efforts of the Greater Dayton Private Industry Council to help economically disadvantaged high school dropouts. PREP offers participants two weeks of pre-employment skills and computer literacy training and provides them with individual and group counseling. After the short training session, participants work two hours a day at public agencies where they are introduced to the world of work. An Education/Employment Training Prescription for each participant is developed in individual counseling sessions. The year-long guide outlines trainees' work and educational activities. When the program ends they either find full-time jobs or enroll in general equivalency diploma (GED) or vocational training classes.

RESULTS The first group ended in June 1984; 101 completed pre-employment skills training, and 78 completed work experience training. The second cycle ran from October 1984 through May 1985; 134 completed pre-employment skills training, and 129 completed work experience training.

OTHER ACTIVITIES The program operator holds follow-up seminars once a month for those who have begun work experience. In these sessions trainees discuss problems on the job, and obtain support from staff and fellow trainees.

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The National Alliance of Business (NAB) is an independent, non-profit corporation working in partnership with business, labor, government, education and community groups to reduce the unemployment problems of economically disadvantaged youth and adults. NAB's primary mission is to encourage private business to provide jobs and training for these unemployed people.